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MISSOURI ARTS COUNCIL STRATEGIC PLAN FY2004 - 2007

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INTRODUCTION

History of Missouri Arts Council

The Missouri Arts Council (MAC), the state's grant-making arts agency, is the second oldest state arts agency in the nation. Created by the Missouri General Assembly in 1965 to promote and develop arts and cultural activities in the state, the agency is a division within the Department of Economic Development (DED) and consists of a board and administrative staff. The MAC board is composed of 15 volunteer citizens from throughout the state who are appointed by the governor to provide statewide leadership in the arts. The office of the MAC administrative staff is located in the Wainwright Building in downtown St. Louis.

Funded by the Missouri General Assembly and the National Endowment for the Arts (NEA), MAC provides matching-fund grants to Missouri nonprofit organizations in communities of all sizes, in every corner of the state, and across a broad spectrum of arts disciplines and cultural activities. MAC is also committed to enriching and supporting individual artists with programs that help spur career development and growth.

In 1993 the Missouri Cultural Trust was created by the state legislature. The Trust is funded from a portion of the revenue generated by Missouri's nonresident athletes and entertainers tax. Income from this invested endowment fund is dedicated to supporting the arts in Missouri. The Trust is governed by the Missouri Cultural Trust Board comprised of the members of the Missouri Arts Council, and five elected officials: two members of the Missouri House of Representatives, two members of the Missouri Senate, and the State Treasurer.

The Planning Process

The existing MAC strategic plan was developed in 1998, revised in 1999, and covered the years through 2004. A review of that plan by key MAC administrative staff noted that nearly all of the strategies and objectives had been completed or were no longer relevant. Due to the position of MAC as a division of DED, it was also deemed important to work toward better integration of the MAC plan into the DED strategic plan. Feedback on the existing plan from the National Endowment for the Arts (NEA) indicated the need for documenting that public input was sought from a broad constituency.

Therefore the decision was made to develop a new plan rather than revise or update the current one. In consultation with Kelly Barsdate, Director of Policy, Research and Education at the National Assembly of State Arts Agencies (NASAA), a "plan to plan" phase was initiated in

January 2002. This phase included engaging MAC staff, Council and Trust Boards through day-long planning retreats, led by NASAA Executive Director Jonathan Katz and Kelly Barsdate. This process also included involvement from strategic planning staff at (DED).

The staff retreat was facilitated by Katz and Barsdate, and attended by 14 of the 15 MAC staff, 3 external contractors and a representative from DED strategic planning staff. Following an introduction to the planning process, the staff brainstormed about the intended accomplishments of the new plan, key issues to be addressed by the plan, key constituents, key issues and key problems. The retreat ended with a brainstorming session to identify constituent groups and to determine some questions that might be asked of them.

The Council retreat was adversely affected by a winter ice storm, and attended by only 6 of the 12 council members. Six MAC staff members and a representative from DED strategic planning staff also attended. The format was similar to that of the staff retreat.

In follow-up meetings with Barsdate and consultation with DED strategic planning staff, the public input phase of the plan was outlined including roles and degrees of involvement from DED strategic planning staff.

A planning committee was named, consisting of MAC staff and council members. The committee decided to survey MAC applicants and panelists to determine the relevance and effectiveness of MAC's focus (key issues) and of current MAC programs and services. A survey was developed for use at the Missouri Association of Community Arts Agencies (MACAA) spring 2002 retreat and for distribution to panelists and applicants at MAC panel meetings in April and May 2002. The survey also included open-ended questions related to the current and future needs of arts organizations and the impact of arts organizations on their communities.

The second phase of planning involved public input from over 400 citizens across Missouri. Twenty-one public sessions, including 9 town hall and 12 focus group meetings, were held in 16 cities during May and June 2002. The MACAA spring retreat also included a focus group meeting. Meeting facilitators included DED strategic planning staff, independent consultant Ken Jones, and MAC staff. Town hall meeting participants were asked to respond to a set of open-ended statements designed to elicit information about MAC strengths, weaknesses and opportunities. Focus groups included the same set of statements and additional questions about the impact of MAC funding and services on the focus topic area in their communities.

A questionnaire was developed and mailed in July 2002 to nearly 900 people, including former council members, former panelists, members of the Missouri Legislature, artists and other interested individuals. Multiple choice questions focused on attitudes about MAC and its programs, while open-ended statements related to MAC strengths and weaknesses. One-on-one interviews were conducted in September 2002 with key elected officials and civic leaders using similar questions.

The data was compiled and a draft plan presented to the Council in June 2003.

Following the Council's approval of the draft plan, another series of public meetings was held in 7 cities across the state, in July and September 2003 attended by 94 people. The meetings were again hosted by local community arts organizations and publicized jointly by MAC in press

releases, printed publications and on the MAC web site; and by local organizations through their publications, mailings and local media. The plan was presented in slides and printed materials, inviting comments and feedback on each section. The draft plan was also available on the MAC web site and comments were invited via phone, fax or e-mail.

Key Environmental Factors.

The economic downturn that began in Fiscal Year (FY) 2001 and that continued and deepened over the ensuing two years is the principal environmental factor facing MAC. The decline in personal income and corporate profits has resulted in a decrease in general revenue for the State of Missouri. Tax relief legislation at the federal level has further decreased tax collection for the state, as Missouri income taxes are tied to federal income tax calculations. Increases in unemployment reduced the amount of state income tax withheld from wages. Corporate income and capital gains were both decreased, resulting in further erosion of state revenues.

The appropriation to MAC for FY2003 was reduced several times during the year due to continuing shortfalls in state revenue. Appropriation to the Missouri Cultural Trust suffered the same fate in FY2002, only to be zero-funded in FY2003.

Missouri must balance its budget each year, and the general revenue fund is the only flexible funding source available to legislators for appropriation. In addition, the costs associated with health care, homeland security and corrections have increased, with no new corresponding sources of revenue.

Implementation of term limits for Missouri legislators brought over 90 freshman to the 196 House and Senate seats for the 92nd General Assembly in January 2003, many of whom were unfamiliar with MAC or the impact of the arts in their districts. The shift to a Republican majority in the legislature serving under a Democratic administration added to the stiff competition MAC faced in vying for scarce resources.

The depressed economic situation also presented challenges to Missouri arts organizations in generating earned income (admissions, ticket sales) and contributions. Diminished funding resulted in a decrease in the number of grant requests MAC was able to fund, leaving many small organizations with diminished capacity to provide arts programming in their communities.

Relevant data

Table 1.0 illustrates the decline in MAC funding through state appropriation during Fiscal Years 2001 - 2003, the resulting per capita funding and the comparison to other states.

Missouri Arts Council State Appropriation			
	FY01	FY02	FY03
General Revenue	\$ 5,263,319	\$ 3,876,847	\$ 3,638,776
GR per capita	\$ 0.94	\$ 0.69	\$ 0.65
Cultural Trust	\$ 5,194,060	\$ 1,737,846	\$ -
Total Appropriation	\$10,457,379	\$ 5,614,693	\$ 3,638,776
Total per capita	\$ 1.86	\$ 1.00	\$ 0.65
Ranking of 56	14	27	38

Table 1.0

Table 1.1 charts the decline in MAC grants in number, dollar amounts and communities served in Fiscal Years 2001 – 2003.

Missouri Arts Council Grant Funding History			
	FY01	FY02	FY03
Applicants	585	518	443
Funded Grants	545	442	411
Total Requests	\$8,178,244	\$7,267,177	\$6,183,060
Total Funded	\$5,017,899	\$4,759,490	\$3,213,226
% of request	61.36%	65.49%	51.97%
Communities	141	122	114

Table 1.1

Strengths & Weaknesses

Public meetings, surveys and interviews revealed that the major strength of MAC is the stream of funding it provides to support arts programs throughout the state. As a correlation to the funding, another strength lay in the process of convening groups of citizens to evaluate applications from organizations seeking funding, and in the knowledgeable staff. Establishment of the Missouri Cultural Trust was noted as a significant factor in both the additional source of funding and the national recognition it received.

The role of MAC as promoter and advocate for the arts was cited as important to all constituent groups, as well as the ability to convene meetings to address issues facing the arts industry statewide.

Evaluation of the public input revealed that many of the attributes cited as strengths of MAC were also noted as weaknesses. While the grant-funding program was clearly the major strength, total dependence on state appropriations as the funding source and the political atmosphere

surrounding funding decisions were cited as two of the major weaknesses. Staff turnover was also noted as a problem resulting from the budget constraints of a state agency.

Similarly, although the recognition received for the Cultural Trust was noted as a strength, MAC is generally perceived to suffer from low visibility and lack of public recognition.

The location of MAC's office in St. Louis was often connected to criticisms of disproportionate amounts of MAC resources allocated to St. Louis organizations. Other weaknesses noted with regard to the distribution of funding included the amount of funding allocated to larger organizations, with not enough funding set aside for small, rural organizations and for some artistic disciplines, particularly literature.

Geographic disparity was also cited as a weakness of the 15-member Council, where the majority of members are from St. Louis and Kansas City, as well as a lack of diversity on the Council and in MAC top administration. Also noted was a lack of communication and interaction between those decision-makers and the nonprofit organizations providing arts programs and services.

Public input also addressed the strengths and weaknesses of the community served by MAC. Overwhelmingly, the high quality of the arts in Missouri was the major strength. The arts industry was seen as contributing a strong economic impact to the state, and there exists a high degree of community involvement from the nonprofit arts and arts service organizations and from concerned citizens statewide.

Weaknesses of the community included the parochialism and sense of competition between groups exemplified by the weaknesses noted in funding distribution between large and small organizations, urban and rural organizations, and between St. Louis and Kansas City.

The lack of understanding and commitment to the importance of the arts as an economic engine by legislators, the governor and department officials was cited along with the current economic factor of low state revenues. It was also noted that public opinion of MAC is highly influenced by funding decisions, both at the local level and statewide.

Assumptions and major strategic questions

This plan reflects several assumptions about the external environment.

1. The economy will improve during FY2004
2. The economic recovery will continue in a positive direction
3. In FY2005, MAC will receive General Revenue funding equal to FY2003.
4. In FY2006, MAC will receive General Revenue funding equal to FY2002.
5. In FY2007, MAC will receive increased General Revenue funding.
6. In FY2005 and thereafter, Missouri Cultural Trust will receive \$10 million annually

STRATEGIC ISSUES AND OPPORTUNITIES

This plan seeks to address the following issues and opportunities that face MAC over the next four years:

- The need to insure that grant programs are responsive to the current and future needs of Missouri arts organizations and artists, and that funds are distributed in a manner that provides accountability to Missouri taxpayers.
- The need for all MAC programs and services to be accessible and inclusive of all parts of the state.
- The need to integrate the interests of culturally specific and diverse arts organizations and people into all aspects of Council programming, while maintaining attention to their particular needs.
- The potential to form partnerships inside and outside the arts that might garner greater support and visibility for the arts in Missouri.
- The potential to develop and strengthen the emerging interest in cultural tourism and other potential partnerships between the Division of Tourism, Missouri Humanities Council, the State Library system, Missouri Historic Preservation Program, Missouri Public Broadcasting and the Missouri Arts Council.
- The need for sufficient funds to adequately support the arts in Missouri and the opportunity to develop the Missouri Cultural Trust as an additional source of support.
- The need for adequate promotion concerning the importance of public support for the arts, as well as the arts' impact on the state's economic, creative and educational growth.
- The need for greater visibility, credibility and a recognized, consistent image of the Missouri Arts Council.

MISSION

The Missouri Arts Council—as public leader, partner, and catalyst—is dedicated to broadening the appreciation and availability of the arts in the State and to fostering the diversity, vitality and excellence of Missouri's communities, economy and cultural heritage. (*Adopted October, 1998*)

GUIDING PRINCIPLES AND VALUES

The Missouri Arts Council is guided by the following principles and values:

- We believe that the arts play a vital role in the life and well being of the community. They are an important tool for educational, economic and community development and revitalization with significant impact on Missouri.
- We recognize, value and encourage artistic activities in Missouri's rural, urban and suburban communities.
- We celebrate all of Missouri's diverse cultures and ethnic peoples.
- We value innovation and creative expression in the arts.
- We are committed to creating alliances and partnerships inside and outside the arts that strengthen the health of the arts.
- We are committed to the effective use of resources and to maintaining integrity and accountability in our distribution of public resources.
- We acknowledge the individual artist as being core to the continued growth of the arts, arts organizations and Missouri communities.
- We believe that cultural diversity, folk and traditional arts and education are essential to and need to be woven within all Council programs and initiatives.

VISION

The Missouri Arts Council will have an informed and supportive legislature and broad citizen understanding and participation in the arts. MAC will promote awareness and appreciation of diverse cultures. MAC will support a growing, healthy and active community of arts organizations and artists and advance a broad, inclusive definition of the arts.

MAC will be well-recognized and well-funded and have processes and programs that are open, innovative and responsive to the needs of all the state's regions, arts organizations and artists. MAC will be led by a working group of passionate and dedicated arts advocates and professionals. MAC will be the primary link inside and outside of the arts around the state, as well as regionally, nationally and internationally.

SUMMARY OF GOALS

Over the next four years, the Missouri Arts Council seeks to achieve the following goals:

Goal # 1

Missouri Arts Council will increase support from the state legislature.

Goal # 2

Missouri Arts Council will increase citizen understanding of and participation in the arts.

Goal # 3

Missouri Arts Council will promote broad awareness and appreciation of diverse cultures.

Goal # 4

Missouri Arts Council will support a growing, healthy and active community of arts organizations and artists.

Goal # 5

Missouri Arts Council will increase and strengthen partnerships and collaborations.

Goal # 6

Missouri Arts Council will have processes and programs that are open, innovative and responsive to the needs of all the state's regions, arts organizations and artists.

Goal # 7

Missouri Arts Council will increase the involvement of the arts in teaching and learning.

Goal # 1**Missouri Arts Council will increase support from the state legislature.**

Objective A: Provide Missouri legislators and elected officials with accurate, relevant information

Strategy: Provide information on the community, social and economic impact of the arts in Missouri

Strategy: Provide information on MAC funding statewide

Objective B: Foster open communication with Missouri legislators and elected officials

Strategy: Regular communication schedule

Strategy: Regular face-to-face meeting schedule

Strategy: Develop Legislative Caucus for the Arts

Objective C: Support grassroots advocacy initiatives

Strategy: Strengthen partnership with Missouri Citizens for the Arts

Strategy: Support development of business advocacy for the arts

Strategy: Engage the active support of the National Assembly of State Arts Agencies, Americans for the Arts and Mid-America Arts Alliance.

Goal # 2**Missouri Arts Council will increase citizen understanding of and participation in the arts.**

Objective A: Increase awareness of the arts in Missouri

- Strategy: Develop a statewide marketing campaign
- Strategy: Promote MAC 40th anniversary and 20th Folk Arts Program anniversary
- Strategy: Continue Missouri Arts Awards
- Strategy: Develop a Public Art Policy

Objective B: Increase attendance at MAC funded events [DED strategic plan outcome]

- Strategy: Develop initiatives to increase dissemination of information
- Strategy: Assist Regional Arts Councils in developing marketing strategies for their regions

Objective C: Increase volunteer participation with arts organizations and events

- Strategy: Develop initiatives to increase participation
- Strategy: Assist organizations in developing strategies for recruitment and retention of volunteers

Objective D: Increase opportunities for participation by people with disabilities

- Strategy: Educate organizations regarding the requirements of the Americans with Disabilities Act (ADA)
- Strategy: Engage communities in dialogue and planning for inclusiveness
- Strategy: Include compliance and planning for ADA in the Community Involvement section of grant applications

Goal # 3**Missouri Arts Council will promote broad awareness and appreciation of diverse cultures.**

Objective A: Support the cultural heritage of Missouri.

Strategy: Continue to support the Folk Arts Program through the partnership with University of Missouri

Strategy: Strengthen partnership with Missouri Humanities Council

Strategy: Develop partnership with Missouri History Museum

Objective B: Support the cultural heritage of the growing Hispanic population in southwest Missouri and the refugee population of St. Louis

Strategy: Develop guidelines to support the arts components of ethnic festivals through the Festival Program

Strategy: Encourage promotion and marketing of ethnic festivals and arts programs to a broad population

Objective C: Support arts programs directly serving or managed by minorities

Strategy: Assist communities in developing partnerships for information sharing and cross marketing

Strategy: Provide technical assistance to new and emerging minority organizations that provide arts programs and/or services

Goal # 4

Missouri Arts Council will support a growing, healthy and active community of arts organizations and artists.

Objective A: Maintain healthy arts organizations:

Strategy: Develop management capacity of organizations

Objective B: Encourage organizations to be involved with their communities

Strategy: Continue to require a written description of Community Involvement for organizations seeking MAC support

Objective C: Support Missouri artists.

Strategy: Continue to provide information on opportunities for artists through MAC publications.

Strategy: Increase the business management skills of artists

Strategy: Increase the number of Missouri artists on the MAC Artist Rosters

Strategy: Implement an artist fellowship program

Strategy: Create an Artist Hall of Fame

Goal # 5**Missouri Arts Council will increase and strengthen partnerships and collaborations.**

Objective A: Increase partnerships within state government

Strategy: Explore the development of joint initiatives to promote cultural tourism

Strategy: Develop capacity-building resources for small nonprofit businesses

Strategy: Promote participation in the arts for incarcerated populations

Strategy: Develop strategies for including public art in highway development

Objective B: Increase partnerships with Missouri businesses

Strategy: Promote the economic impact of arts with local and regional organizations

Strategy: Facilitate interaction between businesses and arts organizations on the local and regional level.

Strategy: Explore partnerships with “creative economy” professions

Strategy: Support development of business advocacy for the arts

Objective C: Strengthen partnerships with statewide and regional arts service providers

Strategy: Explore expanded initiatives with Missouri Association of Community Arts Agencies

Strategy: Engage VSAarts of Missouri in development of accessibility/inclusiveness programs

Strategy: Develop greater opportunities for statewide involvement of St. Louis Volunteer Lawyers and Accountants for the Arts

Objective D: Initiate partnerships with health care and social service organizations

Strategy: Promote participation in the arts for the elderly

Strategy: Promote the role of the arts in healthcare

Strategy: Promote participation in the arts for at-risk children and families

Goal # 6

Missouri Arts Council will have processes and programs that are open, innovative and responsive to the needs of all the state's regions, arts organizations and artists.

Objective A: Fair and equitable grant making process

Strategy: Provide mechanism for on-going dialogue

Objective B: Provide relevant funding programs and application processes

Strategy: Regularly assess the needs of the arts community

Strategy: Facilitate application process

Objective C: Strengthen organizations providing arts programs and services in rural areas

Strategy: Develop initiatives in partnership with Missouri Association of Community Arts Agencies

Strategy: Increase services to organizations in under-served or distressed areas

Objective D: Accessibility for persons with disabilities

Strategy: Raise awareness of issues of people with disabilities

Objective E: Informed and responsive MAC staff

Strategy: Increase knowledge and skills of MAC staff

Strategy: Increase accountability of MAC staff

Goal # 7**Missouri Arts Council will increase the involvement of the arts in teaching and learning.**

Objective A: Increase number of artists on MAC School Touring roster

- Strategy: Increase understanding of the role of the artist in the classroom
- Strategy: Develop evaluation tools for School Touring program
- Strategy: Increase partnerships among artists, arts organizations and local schools

Objective B: Increase number of Artist Residencies in Missouri schools

- Strategy: Identify enhancements to marketing the program to teachers

Objective C: Advance the adoption of arts in the curriculum

- Strategy: Strengthen partnership with Missouri Department of Elementary and Secondary Education (DESE) to develop core curriculum
- Strategy: Explore partnerships with university-based teacher education programs
- Strategy: Explore partnerships to ensure implementation of the Fine Arts Assessment
- Strategy: Participate in consortium of DESE and professional art teacher associations to assist policy decisions

Objective D: Provide professional development opportunities for teachers and artists

- Strategy: Develop partnerships for professional development
- Strategy: Develop models for integrated curriculum

Objective E: Support arts organizations that provide school-based arts education programs

- Strategy: Utilize existing successful programs

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 Tanya Price, MAC Citizen Advisory Panel member, Kansas City
 Yvonne Rangel, MAC Citizen Advisory Panel member, Kansas City
 Bill Reed, Executive Director, Kansas City Public Television
 Valerie Rippey, owner, springfieldartists.com
 Charlie Robin, Executive Director, Edison Theatre, St. Louis
 John Robinson, Executive Director, Missouri Division of Tourism
 Celeste Roger Reed, MAC Citizen Advisory Panel member, Kansas City
 Russ RuBert, RuBert Studios, Springfield
 Vicki Russel, MAC Citizen Advisory Panel member, Columbia
 Nola Ruth, Executive Director, Missouri Association of Community Arts Organizations,
 Columbia
 Carolyn Rutherford, MAC Citizen Advisory Panel member, Liberty
 Ann Ryneanson, Senior Vice President for Culture and Community, International Institute
 of Metropolitan St. Louis
 Saint Louis Art Museum
 Bud Salanski, Allied Arts Council, St Joseph
 Cathy Salter, MAC Citizen Advisory Panel member, Hartsburg
 John Schaefer, MAC Citizen Advisory Panel member, Kansas City
 Betty Schaper, MAC Citizen Advisory Panel member, Farmington
 Brett Schott, Manager of Corporate Contributions, Saint Louis Art Museum
 Jim Schwaninger, Treasurer, Sikeston Cultural Development Corporation
 Beth Shapiro, Commissioner, City of Columbia Office of Cultural Affairs
 Cheryl Sharpe, MAC Citizen Advisory Panel member, St. Louis
 Orlo Shroyer, Deputy Commissioner, Missouri Department of Elementary and Secondary
 Education
 Sikeston Higher Education Center
 Victor Simmons, MAC Citizen Advisory Panel member, St. Louis
 Bill Smirga, Commissioner, City of Columbia Office of Cultural Affairs
 Cathy Smith, President, Grundy County Friends of the Arts, Trenton
 Anita L. Sonill, Guild, Hannibal
 Southeast Missouri State University, Cape Girardeau
 Cele Spaulding, President, Monroe City Arts Council
 Donna Spaulding, MAC Citizen Advisory Panel member, St. Louis
 Jamieson Spencer, MAC Citizen Advisory Panel member, St. Louis
 George A. Spiva Center for the Arts, Joplin
 Springfield Regional Arts Council
 Robert M. Spurget, Board President, St. Joseph Symphony
 Janet Steury, MAC Citizen Advisory Panel member, Saint Joseph
 Chris Stevens, Commissioner, City of Columbia Office of Cultural Affairs

Allison Stewart, MAC Citizen Advisory Panel member, Saint Joseph
 Randy Stewart, Arts Producer, KSMU Public Radio, Springfield
 Jennifer Strayer, MAC Citizen Advisory Panel member, St. Louis
 Caroline Strom, MAC Citizen Advisory Panel member, Sikeston
 Pat Surface, QCY, Quincy
 Ann Swanson, MAC Citizen Advisory Panel member, Jackson
 Cea Tait, MAC Citizen Advisory Panel member, Jefferson City
 David Tanner, MAC Citizen Advisory Panel member, St. Louis
 William “Chipp” Tate, MAC Citizen Advisory Panel member, Kansas City
 Delilah Tayloe, curator, Sikeston Depot Stars & Stripes
 C. J. Thomas, former MAC Staff member
 Jamie Tomak, Administrator, Raintree Arts Council, Clarksville
 Jamie Torres-Rivera, MAC Citizen Advisory Panel member, St. Louis
 Doug Turpin, MAC Citizen Advisory Panel member, St. Louis
 Paul Tyler, Economic Development Specialist, Arts Council of Metropolitan Kansas City
 Rick Ufmann, General Manager, Springfield Mid-America Singers
 Orestes Valdes, MAC Citizen Advisory Panel member, St. Louis
 Maria Vasquez Boyd, MAC Citizen Advisory Panel member, Independence
 Hugo Vianello, Commissioner, City of Columbia Office of Cultural Affairs
 Jean Vincent, MAC Citizen Advisory Panel member, Hannibal
 Chris Volkmer, Chief of Staff, Springfield Little Theatre
 Megan Wadley, Executive Director, VSAarts of Missouri
 Vivian Watt, MAC Citizen Advisory Panel member, University City
 Nanette C. M. Ward, President, VSAarts of Missouri, Columbia
 Bruce R. Watkins Cultural Center, Kansas City
 Katie Wendel, MAC Citizen Advisory Panel member, Kansas City
 West End Community Center, St. Louis
 West Plains Civic Center
 Jack Wheeler, Event Coordinator, Southwest Missouri State University, Springfield
 Barbara Williams, MAC Citizen Advisory Panel member, Kansas City
 Steve Willis, MAC Citizen Advisory Panel member, Springfield
 David Wilson, MAC Citizen Advisory Panel member, Columbia
 Ken Winn, Missouri State Archivist
 John Wolford, MAC Citizen Advisory Panel member, St. Louis
 Jill Womack, Executive Art Director, T.R.Y.P.S., Columbia
 Ali Wray, Board member, Allied Arts Council, St. Joseph; former member Missouri Arts Council
 Josephine Zmolek, MAC Citizen Advisory Panel member, Cape Girardeau

Missouri Arts Council and Cultural Trust Board

Mary McElwain, Chair, St. Louis
Betty Wilson, Vice Chair, Columbia
Rita M. Boyd, Kansas City
Cynthia A. Cartwright, Kansas City
Lois Cason, Clinton
Norman B. Champ, Jr., St. Louis
Robert Epsten, Kansas City
Carolyn Gerdes, Springfield
Helen S. Goldstein, St. Louis
June S. Hamera, Springfield
Dr. Dixie A. Kohn, St. Louis
William I. McMurray, Saint Joseph
Adrienne Morgan, Chesterfield
Marilyn Tatlow, Columbia
Susan Uchitelle, St. Louis

MAC Staff

Norree Boyd, Executive Director
Marie Berens
Gloria Collins
Deborah Edelman
Julie Hale
Keiko Ishida
Jacqueline Madison
Bill Meerbott
Donald Rice
Linda Schilling
Wanda Simms
Beverly Strohmeyer
Joseph Whelan
Joan White

Elected officials appointed to the Cultural Trust Board

Senator Maida Coleman, St. Louis
Senator Charlie Shields, Saint Joseph
Representative Bob Behnen, Kirksville
Representative Barbara Fraser, St. Louis
State Treasurer Nancy Farmer